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Issue 1, Volume 4, 2011

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Training & Development Newsletter

Dedicated to preparing students for careers in Human Performance Improvement, Instructional Design and Delivery, Organizational Development, and e-Learning

From the Coordinator's Desk...

Can you believe we are almost halfway through the fall semester? The weather outside would lead us to believe differently. Eighty degrees and sunny in October is not typical Chicago weather, but Indian Summers only last so long! So as we move ahead into the remainder of the semester and cooler, crisper days, I wanted to share some reminders, news and events with you.

First off, we are excited to introduce our new e-learning course this spring. TRDV 445 Asynchronous E-Learning will examine Web-based solutions for both synchronous instructional and informational delivery. The focus is on large group learning, but small group and one-on-one learning technologies are also considered. Students review current research on synchronous e-learning and will design, develop, and deliver synchronous instruction for groups.

You can register for TRDV 445 and all other spring and summer classes starting 11/1/2011. This year we are doing something a little different – we're sending the registration codes to you. We are taking this proactive step to save you time and to make sure you get in the classes you need. Look for your personal message and registration code to come to your RU student e-mail address. If you do not receive the message by 11/5/2011, please contact me at thawkins@roosevelt.edu.

Let's move on from courses and enrollment to an exciting event. Are you interested in talking with TRDV alumni working in the field? Do you have questions about job searching? If you answered yes to either, then plan to join us on Tuesday, November 8th for the "TRDV Networking and Alumni Discussion". TRDV 499 is opening up its classroom doors to all students interested in attending this class event. We are welcoming back a panel of TRDV alumni who will be talking about their current positions and offering advice to students. Chris Willis from the Career Development Center will also be presenting tips and tools to effective resume writing and job searching. Visit [our blog](#) for more information about the panelists.

Finally, I want to point out something near and dear to all of us here in the TRDV program: the CCASTD Dr. Deborah Colky Scholarship Award. The CCASTD is accepting applications now through 11/17 for the 2011 award. Dr. Colky was the TRDV Program Chair from 2001-2007 and inspired many of us during her time here. For more information, please see page 2 of this issue.

Have a great rest of 2011, and see you in 2012! 

-Tara



Dr. Deborah Colky Scholarship – Now Accepting Applications

The Chicagoland Chapter of the American Society for Training and Development (CCASTD) annually honors a student who has excelled at contributing to the local training and performance community. The award honors the late Dr. Deborah Colky, former Director of the Roosevelt University Training and Development program.

CCASTD is seeking applicants for the 2011 award, and we invite as many students from RU TRDV programs to apply! The deadline to apply is November 17, 2011. Applicants simply need to complete an application and ask a professor to submit a recommendation on their behalf. For an application, please e-mail Tara Hawkins at thawkins@roosevelt.edu.

A one-time stipend of \$500 will be given to the applicant chosen by the CCASTD Award Selection Committee, in addition to a commemorative award plaque and an invitation to the CCASTD's annual Holiday Dinner in December.

Dr. Deborah Colky



A Workplace Learning and Performance (WLP) professional for over 20 years, Dr. Deborah Colky's record of achievement and leadership is impressive. Deb became Director of Training and Development at Roosevelt University in 2001, revising the curriculum to be cutting edge and meeting ASTD industry standards. She was awarded tenure and posthumous promotion in 2007 to Associate Professor of Training and Development, where she had served as Chair of the Graduate Program from 2001 to 2007.

Deb's commitment, passion, sense of humor and energy contributed to her many successes, from serving as a volunteer member of professional or community boards to building the reputation and academic strength of Roosevelt's Training and Development program. She saw education as a life-enriching experience, and viewed teaching as a privilege. She believed the WLP profession is a way to enhance the workplace and the world we live in. Every day, she instilled in her students the enthusiasm for learning, inspiring them to put into action what she taught. Her impact on a generation of students and practitioners continues to be one of excellence and encouragement. 

Announcing the Training & Development Program's Fall Event: Networking & Alumni Discussion

Chris Willis from Roosevelt's Office of Career Development will discuss job search and networking tips, followed by a "speed-networking" activity, and Roosevelt Alumni **Melissa Pagonis**, **Steve Caldwell**, **Carrie Hunsly** and **Gene Mitchner** will host roundtable discussions on T&D topics. Don't miss this insider's event for taking your first steps into the Training and Development industry!

Tuesday, November 8th 6:30 – 9:00 PM
Schaumburg Campus, Room 316
Refreshments will be provided.

Come join the fun!

Acumen: "Keeness and depth of insight, perception, or discrimination in practical matters." This is how the Merriam-Webster Dictionary defines the name of Roosevelt University's Training & Development newsletter. Derived from the Latin word *acus*, meaning "needle," the name Acumen was chosen to reflect acuity and skill in the Training and Development field. Acumen captures both sharpness in business – "business acumen" – as well as the scholastic excellence which the Training & Development Program strives for – qualities we hope to bring to each semester's newsletter. 

RU Acumen Newsletter

A publication of Roosevelt University's Training and Development Program
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Five Questions with Ed Deci on Self-Determination

Theory: What SDT Really Means

By Daniel Harbecke

In discussions about finding personal meaning in the workplace, Self-Determination Theory is getting a lot of attention. Self-Determination Theory (or SDT) presents solid research on *intrinsic motivation*, or work that is enjoyable or valuable in and of itself, versus *extrinsic motivation*, which is driven by reward or punishment. In an interview with Ed Deci, who with Richard Ryan developed Self-Determination Theory, we shed some light on his groundbreaking work.

In a nutshell, what is SDT?

Deci: SDT is a metatheory (a philosophical approach that underlies other theories) that mental well-being is achieved through three core needs: 1) **autonomy**, the view that actions proceed from one's own volition; 2) **relatedness**, the sense of connectedness through social bonds; and 3) **competence**, the ability to function effectively within a given environment.

How did Self-Determination Theory come about? What were the origins of the theory?

Deci: SDT began in various areas of research: rewards research, feedback, threat, social context and motivation. The original theory was called cognitive evaluation, but it evolved from its focus on intrinsic motivation to personality work and causal theory. Essentially, there were a lot of mini-theories which kept getting bigger, until it became self-determination theory in the mid-eighties.

Daniel Pink, in his book Drive, says "autonomy is the most important of the three basic human needs – the sun around which SDT's planets orbit."

Deci: Yes and no. Autonomy is rather special in that it has a philosophical popularity built around it. Kant, Nietzsche, Kierkegaard and Sartre discussed it, but didn't have any proof for its existence. Our work emphasizes autonomy because it's the first empirically-based research that deals with it, but it's not most important. All three are necessary.

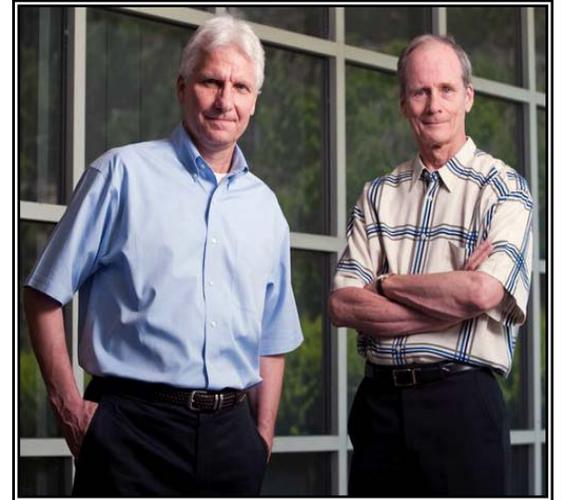
You define autonomy as "behavior that originates from personal authority." How is this different from relatedness, which could also be based on personal choice?

Deci: Autonomy and relatedness aren't necessarily contradictory. You can be yourself in a group of people, and you can choose to act on someone's advice or in their interest. Autonomy isn't the same as "independent." The terms aren't based on a continuum of authority, if I understand your usage correctly. Autonomy is experiencing oneself as volitional, but relatedness is the rewarding content of connection with others.

What SDT strategies do you suggest for the workplace or education?

Deci: Well, managers can begin to respect their employees as people rather than "human capital" or cogs in a machine.

In education, I see the "high-stakes tests" as being extremely harmful.



Co-creator Richard Ryan (L) with Ed Deci.

Upcoming Local Events & Calendar

November

Nov. 8	6:30 PM	Roosevelt University TRDV Networking and Alumni Event
Nov. 17	TBA	CCASTD monthly dinner meeting (see website for details)
Nov. 22 – Nov. 27		Thanksgiving holiday (No classes)

December

Dec. 8	CCASTD Deb Colky Dinner
Dec. 9	Regular classes end
Dec. 16	Intercession break begins

Usually these are put in place by politicians who have no clue about the process of education, and so they put results-oriented testing in schools that are more damaging than anything else. In the workplace, the same thing occurs in the stock-option bonuses for executives. They tie incentives to stock prices to try to influence productivity just to line their pockets, and these quick routes to high incomes ends up bankrupting the company. 🌲

Your One-Stop Resource for Professional Organizations

By Meade McCoy

Breaking into a new industry is a big worry for students: making connections, networking and keeping knowledge fresh outside the classroom all matter. Changing companies is difficult enough, but deciding to change fields can be a major gamble – intensified by the current labor market. To aid the transition, professional associations and organizations are unrivaled for keeping you up to date on the latest industry news and learning opportunities.

Professional associations cater to both training and development and human performance improvement fields. Whether local, regional or national, they offer avenues to network and learn through meetings, conferences, training sessions and seminars. National associations provide superb learning and teaching resources and materials, and local associations are a great way to find a support community to help you thrive in your career.

Most organizations have special membership rates for students and reduced registration fees for conferences. Prices shown are for student membership if offered. Outside the Chicagoland area, a web search can help locate associations near you.

To get a jump-start on your career and build your reputation, contact a professional organization today. Now is the perfect time to join. 

National Associations

Student Pricing

▲ ASTD	American Society for Training & Development	\$59
▲ ISPI	International Society for Performance Improvement	\$60
▲ ODN	Organizational Development Network	\$100
▲ SALT	Society for Applied Learning Technology	\$100
▲ NHRA	National Human Resources Association	\$50
▲ SHRM	Society for Human Resource Management	\$35
▲ PIHRA	Professionals in Human Resources Association	\$30
▲ NSDTA	National Staff Development & Training Association	Contact
▲ ACMP	Association of Change Management Professionals	\$174

Chicagoland Associations

Student Pricing

▲ CCASTD	Chicago Chapter American Society for Training & Development	\$45
▲ ODN Chicago	Chicago Regional Organizational Development Network	\$25
▲ CISPI	Chicago International Society for Performance Improvement	\$40
▲ CODIC	Chicago Organization Development Institute Chapter	\$30
▲ SHRP	Society for Human Resources Professionals (Chicago)	\$25



Impro: The Art of Improv in the Workplace

By Daniel Harbecke

“Improv isn’t about going for the joke.”

The many advantages of improvisation include creativity, personal empowerment, leadership, communication and morale. But most people aren’t aware that improv techniques aren’t limited to a comedy stage – they can be ideal for business as well, as many companies are finding out.

In fact, many people are surprised to find that avoiding the obvious joke is one of the basic truisms of improvisational theater – what’s important to an improv artist is building cooperation. How can this approach possibly work? *Aren’t you supposed to be funny?*

Yes and no. Improv actors see building from collaboration as the main goal. Effective comedy takes place through rich and uninhibited interaction – in other words, from simply being human. Going for an obvious gag falls flat because the humor seems contrived and artificial, rather than a natural

expression. This approach seems counterintuitive to most, and completely backward for effective business practices. Yet given the right conditions, improv philosophy yields powerful results in the workplace. But how do you achieve the goal by going in what seems to be the opposite direction?

To analogize, look at an everyday activity – going to sleep. It’s impossible to “will” ourselves asleep; by relaxing with calm thoughts and surroundings, slumber occurs naturally. Likewise for the effects of improv philosophy: by building teamwork and interaction, breakthroughs come about spontaneously. Rather than pursuing goals directly, we create the *conditions* for them to take place. (See next page)

Improv (Continued from previous page) Instead of focusing on a result, improvisation fosters an environment for results to happen: building a solid foundation of teamwork allows individual creativity to shine through. This is where improv's many benefits come from.

Improv technique shouldn't be thought of as a set of rules, but more as a set of flexible "principles" to help focus on the present moment. These include:

- ▲ **Don't deny.** One of the key tenets of improv is saying "Yes, And" – to build on the ideas presented by a fellow. This isn't to be a "Yes Man," but to work cooperatively in productive directions.

A famous scene between improv legend Del Close and comedienne Joan Rivers at Second City in the 60s. In the scene, Rivers bursts out: "I want a divorce!"

"But honey," said Close, raising the stakes, "what about the kids?"

"We don't have any kids!" Rivers shot back.

The audience got a big laugh, but at Close's expense. Worse, how could these two continue their roles? The humor came from an implosion of teamwork, leaving them with few choices for the future.

- ▲ **The most important person on stage is your fellow actor.** Rather than fighting for the spotlight, participating in coworkers' projects is an effective way to get noticed. Promoting another's work not only aids in seeing an idea through, but establishes a reputation for dependability and support. Above all, it's listening to your fellows (actors or coworkers) opens the door to more opportunities than possible through acting alone.

Unconditional acceptance may seem like a tall order, but there's no better way to create an environment of sense of trust and respect. Ironically, encouraging others in a strong partnership builds charisma – and good followers can paradoxically find themselves in roles of leadership.

- ▲ **Less is more.** Architect Ludwig Mies van der Rohe originally said this in regards to architecture, but it applies equally well to relationships. Keeping a direction simple is a good way to streamline roles and clarify objectives.
- ▲ Pursuing several different directions at once bogs projects down in details, slowing productivity to "watching one's feet". Delegating the smaller aspects to others simplifies the overall process and leads to greater flexibility.
- ▲ **Make mistakes work.** More than looking at problems as opportunities, this is to take a failure in hand and make it part of the main direction. It's an excellent reminder that improv is about developing instincts for reaction and remaining dynamic.
- ▲ A mistake isn't necessarily a break from the main goal. By focusing on the journey and not the destination, problems and obstacles can be incorporated into the overall process. In many cases, setbacks can lead to brilliant innovations.
- ▲ **Trust your instincts.** Self-doubt is a powerful enemy, leading to internal dialogue like "They won't like it", "It's not perfect" or "I can't say *that*." Suspension of judgment shifts focus from potential mistakes and "analysis paralysis" to freedom of expression. It does no good to remain guarded when risk-taking can lead to greater rewards.

In truth, improv is less about comedy than presence in the moment, engaging it with heightened awareness. The key is to "think on one's feet" without tripping over them. Leaving your comfort zone for an outlying prize is what business – and life – is all about; to surrender control only to see it return is perhaps to be in on the funniest joke of all. 🎪

Links:

[Improv Wisdom from Purple Crayon, Yale improv troupe](#)

[CNN: Why Using Improvisation to Teach Business Skills Is No Joke](#)

[Chicago Reader: Class Clowns](#)

Reading List:

[Johnstone, Keith. Impro: Improvisation and the Theatre](#)

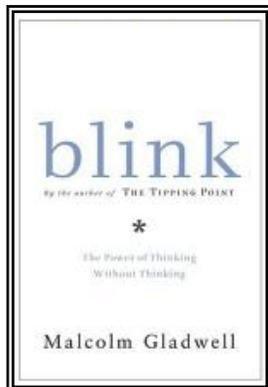
[Madson, Patricia Ryan. Improv Wisdom: Don't Prepare, Just Show Up](#)

[Herrigel, Eugen and Daisetz T. Suzuki. Zen in the Art of Archery](#)

Book Recommendations: On the Professors' Reading Lists

By Meade McCoy

What to read, what to read? When we're not swimming in text books and journal articles we all wonder which of the thousands of business and training books out there we should spend our precious time reading. There are many fantastic books available, but the choices can seem overwhelming. So we here in the Training and Development department decided to try and help pare the list down a little. We asked a few of our faculty which of their favorite books they would suggest for our reading lists.

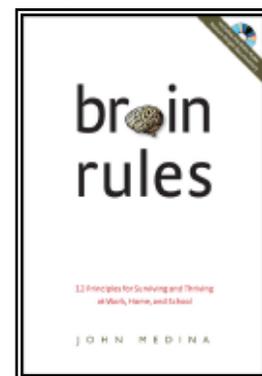


Dr. Kathy Iverson recommends: [Brain Rules](#) by John Medina

“If workplaces had nap rooms, multitasking was frowned upon, and meetings were held during walks, we'd be vastly more productive. Brain Rules reveals – in plain English – 12 ways our brains truly work.”

Dr. Gerry Post recommends: [Blink](#) by Malcolm Gladwell

“[Blink is a book] about rapid cognition, about the kind of thinking that happens in a blink of an eye. When you meet someone for the first time, or walk into a house you are thinking of buying, or read the first few sentences of a book, your mind takes about two seconds to jump to a series of conclusions.”



Know any good reads? Stop by our Facebook page and let us know what your favorite business or training book is. 

Congratulations, Training and Development Graduates!

By Meade McCoy

On April 30th 2011, twenty-two future TRDV and HPI professionals were awarded master's degrees in Training and Development and Human Performance Improvement. They joined with friends and family in the Auditorium Theatre to celebrate the successful completion of their master's programs. The commencement ceremony included students from the Walter E. Heller College of Business Administration, the College of Education, and the Evelyn T. Stone College of Professional Studies. Marshall Bennett, president of the real estate investment firm of Marshall Bennett Enterprises, was the commencement speaker.

The Roosevelt University Training and Development Department congratulates and commends our students for their achievement – the first in what is sure to be a long list of achievements.

Graduates of the Training and Development Program

John Charles Caponegro, Toni Margaret Carrington, Dashedelle T. Frazier, Ronald Hunsberger, Carmen Johnson, Juergen Juffa, Barbara G. Klein, Gene A. Mitchner, Danae Sidonia Morris, Abu Muhammad, Marsha Noble, Dianne Lynn Ospina, Sabrina A. Simmons, Annie R. Stubenfield, Diane L. Szubrych, Pamela D. Taylor-Harris, Mariama Adella Torruella, Angela Geniece Williams.



Graduates of the Human Performance Improvement Program

Mark H. Durgee, Andrea Jean Hall, Kesha L. Jackson, Kok Soon Ong.

We hope all our graduates will stay in contact with the Training and Development Department, as their future experiences will serve as a wonderful source of inspiration for our current and future students. We ask our graduates to keep us updated on where their careers take them, and how they use the skills they've learned.

Follow us on [Twitter](#), [Facebook](#) and [LinkedIn](#), and especially the Training and Development [Blog](#), which [lists](#) TRDV and HPI jobs as well as local and national upcoming events. Roosevelt's career development office is open to all alumni, who are also invited to take undergraduate classes (on an audited basis) at a greatly reduced cost. Let us know if there is anything we can do to help you on the road to achieving your dreams. Our commitment to aiding students in advancing their education and careers doesn't end at graduation. 